



**Federal Aviation
Administration**

HUMAN RESOURCES AND MANAGEMENT

Federal Aviation Administration

Fiscal Year 2006 Business Plan

2006 AHR Business Plan

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2006 AHR Business Plan

Background

People are the foundation for FAA's mission accomplishment. The FAA's Flight Plan stresses success will ultimately depend on the capabilities, effectiveness and efficiency of the men and women - the human capital - of the FAA.

The Office of Human Resource Management (AHR) advises on and supports the management of FAA's people. AHR's human capital strategies go hand-in-glove with the FAA Flight Plan goals and vision, and are closely aligned with the President's Management Agenda Strategic Management of Human Capital (PMA). AHR supports Flight Plan goals and PMA by creating innovative, flexible, and efficient personnel systems and policies. AHR systems and policies are designed to make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained workforce.

AHR's FY 2006 Business Plan reflects AHR's responsibilities in the FAA FY 2006-2010 Flight Plan under the Organizational Excellence Goal, and all Human Resource core responsibilities.

In FAA's FY 2006-2010 Flight Plan, AHR has the lead for 3 Performance Targets and 12 strategic initiatives for AHR.

The 3 Performance Targets are:

- (1) Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5 percent by FY 2010,
- (2) Reduce the time it takes to fill mission-critical positions by 25 percent over the FY 2003 baseline of 81 median days, and
- (3) Reduce grievance processing time by 25 percent by FY 2010 (new in FY 06).

The 12 strategic initiatives are:

- (1) Sustain and improve agency human capital planning and measurement processes.
- (2) Implement corporate policies to improve managerial selection and strengthen probationary requirements for managers.

(3) Establish corporate managerial training programs that ensure effective use of resources and alignment with agency goals.

(4) Pilot a corporate senior leadership development process to build executive-level competencies (new in FY 06).

(5) Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

(6) In external recruitment efforts, implement corporate strategies that result in attracting high quality candidates to the FAA for employment.

(7) Expand the HR Selections within Faster Time (SWIFT) automated suite to all mission-critical positions and those positions that cross-organizational lines, i.e., finance, budget, human resources, and information technology.

(8) Improve the process for hiring air traffic controllers to ensure the agency has the capacity to achieve anticipated strategic staffing requirements.

(9) Establish corporate employee training programs to build leadership competence within the FAA workforce, support professional development, and promote continuous learning.

(10) Develop and implement labor relations service level agreements to meet the requirements of line of business and staff offices (new in FY 06).

(11) Develop and provide labor relations training for agency supervisors and managers (new in FY 06).

(12) Implement the Grievance Electronic Tracking System (GETS) and establish a grievance processing baseline measure (new in FY 06).

In the FY 2006-2010 FAA Flight Plan, AHR also provides support for 5 strategic initiatives owned by other Lines of Business/Staff Offices:

- (1) Reduce workplace injuries to enhance FAA worker safety (AEP).
- (2) Document and test internal controls to help program and financial managers achieve results, in compliance with OMB guidance (ABA).
- (3) Implement line of business specific cost reduction and productivity improvement initiatives as well as agency-wide initiatives (ABA).
- (4) Each FAA organization will develop and implement, in 2006, productivity and/or financial metrics to measure its efficiency (ABA).
- (5) Support to the Early Dispute Resolution Center (AOA) Center (AOA)

AHR has grouped core business responsibilities into 4 key areas:

- (1) Build Stronger Leadership: Effective leadership at all levels is critical to achieving FAA's mission and its strategic goals. FAA executives and managers must develop the right competencies and skills to successfully lead employees, control costs, make data-driven decisions, and manage change. FAA employees must be equipped with the self-management and team leadership skills needed to meet mission requirements and respond to new challenges. By systematically identifying, developing, and rewarding effective leaders AHR promotes organizational excellence and accountability.
- (2) Facilitate Agency Cost Control: The FAA and the aviation industry are facing a period of tight budgets. As the agency's budgetary allotments continue to be squeezed and operating costs continue to rise, we find ourselves in the position where cost savings is not just a good idea - it is a necessity. AHR has the lead for several initiatives designed to help the agency control costs.
- (3) Improve Performance and Customer Satisfaction: HR policy and operations assists FAA with effective and efficient human capital management. AHR policy and operations provides plans, programs, and initiatives associated with: Employment; Compensation; Human Resources Information and Automation; Executive Resources; Learning and Development; Human Capital

Planning, Measurement, and Evaluation; Labor and Employee Relations; Benefits; Workplace Environment; and Operational Human Resources Services to organizations within FAA. While responsible for the most fundamental Human Resource functions, AHR is constantly looking for ways to improve organizational performance and customer satisfaction. This involves creating streamlined organizational structures and processes, consistent application of personnel policies, ensuring a skilled HR workforce, and the development and implementation of supporting technology.

- (4) Increase the Alignment of Employee Performance, Organizational Goals, and Desired Results. If the FAA is to become a more performance-based, results-oriented organization, AHR must align its human capital strategies to support the agency's mission, vision, goals and strategies. FAA is at the forefront and leads the public sector in human resource management practices with a performance-based focus. However, we still have work to do. We are working to ensure our pay for performance initiatives are fully applied to the entire workforce. We are ensuring that employees know what is expected of them, and are creating a culture that motivates employees to achieve high performance based on their contribution to the work of the organization. We are enabling FAA leadership to fully use performance management systems to communicate to employees their individual roles in achieving FAA objectives. In turn, employees now understand that their compensation and salary increases are tied to meeting the agency's performance goals.

Flight Plan Performance Target:

Employee Attitude Survey

Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5 percent by FY 2010.
FY06 Target: 3 percent.

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

Strategic Activity: AHR support to EDRC

AHR will provide a wide array of support to FAA's newly established Early Dispute Resolution Center. AHR is providing one full-time detailee with expertise in employee relations. The Accountability Board will continue to provide subject matter expertise to the Center.

Targets:

Activity Target 1: Upon further refinement of data requirements for the EDRC, AHR will provide a consolidated response.

Activity Target 2: AHR will continue, if needed, to provide the Center the funding assessment determined at the 2005 level.

Strategic Initiative: Managerial Selection

Implement corporate policies to improve managerial selection and strengthen probationary requirements for managers.

Strategic Activity: Support during managerial probationary period

Ensure effective oversight, coaching, training, and assessment of managers serving a probationary period.

Targets:

Activity Target 1: Expand/leverage on-line and distance learning activities to promote coaching and develop critical managerial skills (Mar 30, Sep 30, 2006)

Activity Target 2: Track and report progress on mandatory training for new front-line, middle, and senior managers (Dec 30, 2005; Mar 30, Jun 30, Sep 30, 2006)

Activity Target 3: Report on compliance with new corporate selection factors (Mar 30, Sep 30, 2006)

Activity Target 4: Report on compliance with certification of probationary managers (Dec 30, 2005; Mar 30, Jun 30, Sep 30, 2006)

Strategic Initiative: EAS Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

Strategic Activity: Track/evaluate EAS Action Plans

Track and evaluate FAA corporate/LOB/SO EAS Action Plans: Monitor and assess implementation of EAS Action Plans to address employee feedback and improve organizational effectiveness, performance, and accountability. Report status and progress through monthly Flight Plan assessment process.

Support is required from all FAA organizations with EAS 2003 action plans that are currently tracked and reported. These FAA organizations include: ABA, ACR, AEP, AGC, AHR, AIO, AOA/ADA, ACO, API, ARC, ARP, ASH, AST, ATO, and AVS.

Targets:

Activity Target 1: Review and revise, where necessary, EAS Action Plans to incorporate Interim EAS 2005 results (1st Qtr FY06)

Activity Target 2: Continue implementing, tracking, and reporting on EAS Action Plans in response to EAS 2003 and Interim EAS 2005 results (2nd-4th Qtrs FY06; Ongoing)

Strategic Activity: AHR'S EAS Action Plan

Implement EAS Action Plan to address employee feedback and improve organizational effectiveness, and report progress/results to AHR monthly.

Targets:

Activity Target 1: Update, where necessary, EAS Action Plan to incorporate Interim EAS 2005 results (1Q FY 06)

Activity Target 2: Provide monthly progress reports to AHR (monthly)

Activity Target 3: Provide executive report-out on organizational results and progress when required at the monthly Flight Plan performance assessment meeting (AHR will provide guidance/schedule (1Q FY 06))

Strategic Initiative: Managerial Training

Establish corporate managerial training programs that ensure effective use of resources and alignment with agency goals.

Strategic Activity: Accountability Board Training

Train FAA Management to comply with the requirements of the Accountability Board process and procedures as provided in FAA Order 1110.125A, Subject: Accountability Board. AHR will support required annual training for all FAA managers and supervisors on understanding and reporting incidents of sexual harassment, sexual misconduct and other misconduct that creates or may reasonably create an intimidating, hostile, or offensive work environment as defined under the scope of the FAA Accountability Board. AHR will offer a module on the processes and procedures of the Accountability Board. The module, a component of the Frontline Manager's Course, will be offered independently through eLMS as an annual requirement on the Learning Plan for each FAA manager, and supervisor.

Targets:

Activity Target 1: Offer a module on the

process and procedures of the Accountability Board as required in FAA Order 1110.125A. (on-going)

Strategic Activity: Build a corporate curriculum for FAA managers

The Chief Learning Officer will work with senior FAA leadership to define training requirements in critical core competencies at all levels of management. Identify training to build knowledge and skills from foundation to mastery levels.

Targets:

Activity Target 1: Convene an executive level Advisory Board to review and recommend changes to FAA's corporate management curriculum (Dec 31, 05)

Activity Target 2: Revalidate the Managerial Success Profile to ensure alignment with FAA mission and strategic goals (Mar 30, 2006)

Activity Target 3: Identify and address critical gaps in FAA's corporate management curriculum (Mar 30, Sep 30, 2006)

Activity Target 4: Establish FAA management curriculums in eLMS (Dec 30, 2005)

Activity Target 5: Monitor and report on establishment of required Management Development Plans in eLMS and progress toward completion of planned training (Dec 30, 2005; Mar 30, Jun 30, Sep 30, 2006)

Strategic Activity: Align corporate training with strategic goals

The Chief Learning Officer will work with senior FAA leadership to align corporate training for frontline, middle, and senior managers with strategic goals.

Targets:

Activity Target 1: Define and communicate FY 2007 delivery priorities to the FAA Academy (Jun 30, 2006)

Activity Target 2: Define and communicate Curriculum requirements to the FAA Academy to guide design and development of corporate management training (Mar 30, 2006)

Activity Target 3: Monitor and evaluate the

effectiveness of corporate management training (Dec 30, 2005; Mar 30, Jun 30, Sep 30, 2006)

Activity Target 4: Conduct annual review of corporate management training (Mar 30, 2006)

Activity Target 5: Define requirements for training to promote and support managerial coaching and mentoring (Mar 30, 2005)

Activity Target 6: Define requirements for incumbent manager refresher training (Jan 30, 2006)

Strategic Activity: Effective use of management development resources

The Chief Learning Officer will identify, monitor, coordinate, and report corporate and LOB/SO investments in management training and development. Leverage resources to capitalize on best practices and enhance return on investment.

Targets:

Activity Target 1: Coordinate corporate and LOB/SO management training and development efforts to reduce duplication and enhance return on investment (Dec 30, 2005; Mar 30, Jun 30, Sep 30, 2006)

Activity Target 2: Leverage existing programs and new investments to expand access, address critical gaps, introduce best practices, and lower costs (Mar 30, Sep 30, 2006)

Strategic Initiative: Employee Training

Establish corporate employee training programs to build leadership competence within the FAA workforce, support professional development, and promote continuous learning.

Strategic Activity: Plan/Design a Corporate Training/Development Program

Design an FAA-wide workforce development program that includes a competency-based leadership curriculum

Targets:

Activity Target 1: Develop a Employee Leadership Development (ELD) curriculum

(Jun 30, 2006)

Activity Target 2: Establish ELD online resources and guidance (Sep 30, 2006)

Strategic Initiative: Senior Leadership Development

Pilot a corporate senior leadership development process to build executive-level competencies.

Strategic Activity: Establish corporate senior leadership development process

Provide a corporate framework for developing executive competencies that balances agency-wide priorities with the specific needs of participating Lines of Business/Staff Offices. A corporate Advisory Board under the direction of the Chief Learning Officer (AHD-1) provides general oversight and coordinates agency-wide implementation.

Targets:

Activity Target 1: Develop and pilot application and selection processes (Jan 2006)

Activity Target 2: Develop and pilot assessment, development planning, and development activities (Jun 2006)

Activity Target 3: Review lessons learned, modify processes as required, and develop action plan for agency-wide implementation (Sep 2006)

Flight Plan Performance Target:

Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.85 per 100 employees by the end of FY 2006, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative. FY06 Target: no more than 2.85 per 100 employees.

Strategic Initiative: Employee Safety and Health Program

Reduce workplace injuries to enhance FAA worker safety.

Strategic Activity: AHR Support to Employee Safety Management System

AHR will provide support to Employee Safety Management System.

Targets:

Activity Target 1: Collaborate with AEE to evaluate and refine the integration of Employee Safety in FAA Management Training (on-going in FY 06)

Flight Plan Performance Target:

Clean Audit

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY06 Target: Clean Audit.

Strategic Initiative: Document and test in Internal Controls

In compliance with Office of Management and Budget (OMB) guidance, document and test internal controls to help program and financial managers achieve results.

Strategic Activity: Provide assistance in identifying, documenting, and testing key business processes and internal controls

AHR will provide assistance in identifying, documenting, and testing key business processes and internal controls

Targets:

Activity Target 1: Identify, document, and test key LOB business processes that support summary dollar entries in the FAA Financial Statements by 4/30/06

Flight Plan Performance Target:

Reduce Grievance Processing Time

Reduce grievance processing time by 25 percent by FY 2010. FY06 Target: Develop baseline.

Strategic Initiative: Service Level Agreements

Develop and implement service level agreements to meet the requirements of line of business and staff offices.

Strategic Activity: Develop/implement service level agreements for Labor Relations

Develop, implement and monitor service level agreements, for Labor Relations, to meet the requirements of line of business and staff offices.

Targets:

Activity Target 1: Develop service level agreements between HR and LOBs (Nov 2005)

Activity Target 2: Implement HR/LOB service level agreements (Jan 2006)

Activity Target 3: Monitor HR/LOB service level agreements (On-going)

Strategic Initiative: Labor Relations Training

Develop and provide labor relations training for agency supervisors and managers.

Strategic Activity: Develop LR training for agency managers

Develop labor relations training for agency supervisors and managers.

Targets:

Activity Target 1: Develop LR training plan (Nov 2005)

Activity Target 2: Deliver LR training (ongoing)

Activity Target 3: Deliver contract administration training (upon signing of contract)

Strategic Initiative: GETS Implementation

Implement the Grievance Electronic Tracking System (GETS) and establish a grievance processing baseline measure.

Strategic Activity: Grievance Electronic Tracking System

Implement the Grievance Electronic Tracking System (GETS). Establish a grievance processing baseline measure. Monitor grievance processing time.

Targets:

Activity Target 1: Input open grievances in GETS (Apr 2006)

Activity Target 2: Train staff in skills and knowledge needed to maintain and research GETS database (Dec 2005)

Activity Target 3: Develop method for baseline measure (Aug 2006)

Activity Target 4: Monitor processing time (on-going)

Flight Plan Performance Target:

ATC Hiring Plan

Maintain air traffic controller annual hiring within 5 percent of Air Traffic Controller Workforce Hiring Plan. FY06 Target: 5 percent.

Strategic Initiative: Hiring Air Traffic Controllers

Improve the process for hiring air traffic controllers to ensure the agency has the capacity to achieve anticipated strategic staffing requirements.

Strategic Activity: Process for hiring Air Traffic Controllers

AHR, ASH, AVS(AAM), and ATO will implement the recommendations found in the FY 05 workgroup report that were accepted by the agency. The hiring will be monitored and evaluated; changes will be made as necessary.

Targets:

Activity Targets will be determined once report recommendations are approved (FY 05). AHR, ASH, AVS(AAM) and ATO are involved in the decisionmaking process. Once the recommendations are approved, LOBs/SOs take responsibility for recommendations within their specific organizations and establish activity targets to accomplish the activities.

Strategic Activity: Centralize the hiring of entry-level ATC specialists

AHR and ATO will work to centralize the hiring of entry-level air traffic controllers at a single location.

Targets:

Activity Target 1: Complete new design (1Q FY 06)

Activity Target 2: Complete planning and business process design (2Q FY 06)

Activity Target 3: Implement new structure (3Q FY 06)

Flight Plan Performance Target:

Cost Control Program

Each FAA organization will contribute at least one measurable and significant cost reduction and/or productivity improvement activity each year, including but not limited to, cost efficiencies in the areas of:

strategic sourcing for selected products and services; complete consolidation of facilities and services such as accounting offices, real property management, helpdesks, and Web services; and elimination or reduction of FAA use of obsolete technology by either removing from service or transferring from Federal operation 100 NavAids. FY06 Target: 100 percent compliance.

Strategic Initiative: Cost Control Program

Implement line of business-specific cost reduction and/or productivity improvement initiatives as well as agency-wide initiatives.

Strategic Activity: Mitigate OWCP costs

Achieve cost containment through effective management of the workers' compensation program. Mitigate OWCP costs by undertaking proactive management of injury claims. Centrally manage claims for Headquarters, Southern, Great Lakes, Southwest, and Central Regions, plus the addition of our additional Regions and Centers prior to the conclusion of the fiscal year.

Targets:

Activity Target 1: Increase the total one year cost avoidance by 2% over the 2005 cost avoidance figure on all OWCP claims that are 1) denied and 2) resolved through a successful return to either light or full duty. 2006 cost avoidance target will be computed at conclusion of 2005 chargeback year (July 2005). Baseline will be established for newly added Regions. (Monthly updates on progress; final analysis July 2006)

Activity Target 2: Ensure that proactive case management measures lead to FAA's OWCP chargeback bill increasing at a lower rate than the government-wide increase (continuously tracked; final analysis July 2006)

Activity Target 3: Through intervention on disability claims and recovery of continuation of pay (COP) on denied claims, reduce the total number of paid COP hours by 1% (continuously tracked; final analysis September 2006)

Activity Target 4: To ensure compliance with goal three of the President's Safety, Health, and Return to Employment Initiative (SHARE), improve timeliness of submission of injury and illness forms CA-1 and CA-2 by 5%. Compliance with this goal will require participation from all LOBs/SOs in submitting injury and illness claim forms within three workdays of receipt from employee to the national workers' compensation team at Headquarters (continuously tracked; final analysis September 2006)

Activity Target 5: Conduct quarterly outreach efforts that will include regional and/or facility supervisor training, OWCP District Office briefings and case review visits, FAA facility tours, etc. (Quarterly FY 06)

Activity Target 6: Migrate Northwest Mountain and Western Pacific Regions as well as Aeronautical and Technical Centers to consolidated OWCP team.

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop and implement productivity and/or financial metrics to measure its efficiency.

Strategic Activity: Develop/track metric to improve productivity and customer satisfaction

Develop and track metric to improve productivity and customer satisfaction

Targets:

Activity Target 1: Create new metric and submit to ABA by Dec 31, 2005

Activity Target 2: Collect data and report on the metric (2nd-4th quarter FY 06)

Flight Plan Performance Target:

Mission Critical Positions

By FY 2010, reduce the time it takes to fill mission-critical positions by 25 percent over the FY 2003 baseline. FY06 Target: 10 percent.

Strategic Initiative: SWIFT

Expand the HR Selections within Faster Time (SWIFT) automated suite to all mission-critical positions and those positions that cross-organizational lines, i.e., finance, budget, human resources, and information technology.

Strategic Activity: Expand and enhance SWIFT automated staffing solution modules.

Enhance and expand SWIFT (Selections Within Faster Time) modules to further support the recruitment and placement process, for both external and internal positions. As needed, AHR will request LOB assistance in developing Knowledge, Skills and Abilities (KSAs) or serving as Subject Matter Experts (SMEs) in regard to occupations within their lines of business. Example: ATO SME's for Air Traffic Control Specialist occupation.

Targets:

Activity Target 1: Finalize enhancement and expansion of the automated staffing solution that allows external recruitment for Air Traffic Control Specialists that accommodates hiring methods (June 30, 2006)

Activity Target 2: Enhance and expand the automated staffing and application (ASAP) solution to include tracking of Security Clearance/Waiver and Medical Exams. (March 31, 2006)

Activity Target 3: Complete series coverage for external hires and internal placements (June 30, 2006)

Activity Target 4: Develop customer/user satisfaction surveys to determine customer satisfaction with automated staffing solutions (October 31, 2005)

Strategic Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that result in attracting high quality candidates to the FAA for employment.

Strategic Activity: Implement the FAA Employee Referral Bonus Program

This activity assumes that a determination was made in FY 05 that the FAA Employee Referral Bonus Program in AIR was successful and should be expanded FAA-wide.

In the Employee Referral Bonus Program the Agency will pay employees a cash bonus for referring successful external job candidates for vacant hard to fill positions.

Targets:

Activity Target 1: Evaluate pilot program and determine if and how Employee Referral Bonus Program should be continued (1Q FY 06)

Activity Target 2: If a decision is made to continue the program, develop and issue policy documentation to expand the Employee Referral Bonus Program (2Q FY 06)

Activity Target 3: If a decision is made to continue the program, provide guidance to FAA organizations on use of program (4Q FY 06)

Strategic Activity: Strategically market FAA as an employer of choice

Develop opportunities and participate in activities that will increase FAA's visibility as an employer of choice to current and future job seekers. This initiative will be tracked/measured through the use of the FAA Separation Questionnaire.

Targets:

Activity Target 1: Work collaboratively with Aviation Education in the development of a Washington, DC Aviation Education Counselor Workshop (1Q FY 06)

Activity Target 2: On a quarterly basis, cultivate relationships and form partnerships with veterans' organizations, colleges, universities, professional organizations, and other organizations that assist the public in seeking employment opportunities. This will be accomplished through school visits, participation in meetings, workgroups, and career fairs. (1Q - 4Q FY06)

Strategic Activity: Recruitment One-Stop

Develop interface to integrate recruitment (vacancy announcement) information to USA jobs, in support of the e-Government Initiative, "Recruitment One Stop." This activity involves Phase 2: Finish development of interface to integrate recruitment (vacancy announcement) information to USAJobs, in support of the e-Government initiative "Recruitment One Stop."

Targets:

Activity Target 1: Finish development of interface to Recruitment One Stop: 1) finish programming and testing, 2) send and test interface with Monster to verify data integrity, 3) design verification and implementation (May 2006)

Strategic Activity: Promote the Hiring of Entry-level Candidates in FAA

Implement a marketing strategy to increase FAA's hiring of entry-level candidates.

Targets:

Activity Target 1: Market the use of Student and Intern Programs through Supervisory Skills Training, flyers and memorandums, to educating managers and supervisors on the various types of student/intern programs and the benefits of these programs. (2Q FY 06)

Activity Target 2: Establish a baseline of external entry-level hiring, using data from fiscal years 03,

04, 05 for other than Air Traffic Controller positions. (Note: Air Traffic Controller hiring plan for external hiring already completed). Determine percentage of increased entry-level hiring recommended for FAA, excluding Air Traffic Controllers. (1QTR FY06)

Activity Target 3: Advise LOB/SOs of any needed increases in external entry-level hiring based on percentage established under Target 2 and assist them with targeting positions for entry-level hiring. (2QRT -4QRT FY06)

Strategic Activity: Improve HR recruitment processes for operational efficiency

Improve HR recruitment processes for operational efficiency

Targets:

Activity Target 1: Benchmark Federal agencies and private sector on best practices for evaluating recruitment costs and the return on investment of recruitment activities (2Q FY 06)

Activity Target 2: Develop metrics to evaluate recruitment costs and return on investment of recruitment activities (3Q FY 06)

Strategic Initiative: Human Capital Planning

Sustain and improve agency human capital planning and measurement processes.

Strategic Activity: Agency human capital planning and measurement processes

Sustain ongoing strategic human capital planning and measurement processes to align with annual updates to FAA Flight Plan, implement requirements of the President's Management Agenda and support implementation of DOT Human Capital Plan.

Targets:

Activity Target 1: Complete annual update of FAA Human Capital Plan based on analysis of the workforce, mission demands, human capital challenges and initiatives needed to accomplish FAA Flight Plan goals (2nd Quarter, FY 06)

Activity Target 2: Continue data collection, analysis, and interpretation of human capital metrics (e.g., time-to-fill) to assess FAA's performance in human capital management (Quarterly, FY 06)

Activity Target 3: Communicate Federal Human Capital Survey results and identify corporate follow-up actions (1st and 2nd Quarters FY 06)

Activity Target 4: Provide human capital updates to support DOT's PMA requirement and the OMB Executive Scorecard (quarterly, FY 06)

Strategic Activity: FAA organizational workforce plans

Use workforce planning and analysis to strategically align LOB/SO human capital (workforce size/skills) with organizational needs and goals, and support President's Management Agenda Human Capital requirements.

Target workforces are those with mission critical occupations - Air Traffic Controllers (2152), Transportation Specialists (2101), Aviation Safety Inspectors (1825), IT/Computer Specialists (334, 1550), All Engineers (800 series), and Aviation Security Inspectors (1801).

Support is required from ATO, AVS, ARP, ASH, AST, ARC, and AIO.

Targets:

Activity Target 1: Insure oversight for ongoing workforce planning and annual plan updates by providing workforce data, updated guidance/requirements, tools, and consultation to LOBs/SOs (Ongoing; Workforce data provided 2nd Qtr (January 06)).

Activity Target 2: Review updated LOB/SO

workforce plans including extent to which plans identify workforce gaps in target workforces and have implemented strategies/initiatives to close gaps (3rd Quarter FY 06)

Activity Target 3: Conduct the FAA Human Capital Planning Council to improve and sustain the workforce planning process (Quarterly, FY 06)

Core Business Measure: Build Stronger Leadership

Effective leadership at all levels is critical to achieving FAA's mission and its strategic goals.

To establish accomplishment under this core business measure, we will consider the results of leadership dimensions on the EAS survey, and will examine accomplishment of the activity targets that support this measure.

Core Business Function: Build the leadership capabilities of the executive corps

Build the leadership capabilities of the executive corps

Core Business Activity: Build the leadership capabilities of the executive corps

Build the leadership capabilities of the executive corps

Targets:

Activity Target 1: Deliver two FAA Executive Series Seminars (Aug 2006)

Activity Target 2: Continue to improve and deliver two sessions of the course, Forum for Executive Excellence at CMEL (August 2006)

Activity Target 3: Participate in multi-agency low-cost executive development (Sep 2006)

Activity Target 4: Promote and encourage

development initiatives for executives (2 marketing strategies to be delivered Sep 2006).

Core Business Function: Accountability Board - Strengthen leadership's understanding of the Accountability Board

Develop and implement initiatives to ensure a better understanding of the Accountability Board

Core Business Activity: Accountability Board - Develop and implement training

Develop and implement training for executives, managers, supervisors and employees in order to ensure compliance with their responsibilities pursuant to FAA Order 1110.25A.

The Accountability Board is responsible for ensuring that the requirements of the Accountability Board Order are adhered to by all FAA employees. In order to do so, the Board assists management by conducting training of executives, managers and supervisors in the process and procedures of the Board.

Targets:

Activity Target 1: Conduct one training session for all HR POCs affiliated with the Accountability Board on the practice, process and procedures of the Accountability Board (September 2006)

Activity Target 2: Conduct one interactive video teletraining (IVT) session open to all FAA executives, managers and supervisors on Accountability Board process and procedures (July 2006)

Activity Target 3: Conduct one interactive video teletraining (IVT) session open to all FAA executives, managers and supervisors on the process and procedures involved in conducting a management inquiry (August 2006)

Core Business Activity: Accountability Board - Develop and implement communication strategies

Develop and implement communication strategies in order to enhance the awareness of the Accountability Board's process and procedures among FAA employees.

Communicating information pertaining to the Board increases awareness among all FAA employees of the Board's function and supports maintaining a professional work environment that is free of harassment and hostility.

Targets:

Activity Target 1: Print and distribute Accountability Board brochures to FAA employees (June 2006)

Activity Target 2: Print and distribute the laminated credit-card sized Accountability Board card (April 2006);

Activity Target 3: Enhance the Accountability Board website by offering links to the most currently available Accountability Board data (December 2005)

Core Business Function: Accountability Board - Hold leadership accountable for responding to allegations

Hold FAA leadership accountable for responding to allegations falling under the scope of the Accountability Board Order.

Core Business Activity: Collect and report accurate data on Accountability Board allegations

Collect and report accurate data on Accountability Board allegations

Targets:

Activity Target 1: Analyze and determine whether incoming allegations will become tracked cases under the scope of the Accountability Board based on FAA Order 1110.125A (October 2005)

Activity Target 2: Report tracked cases and non-tracked cases to the members of the Accountability Board and to the Accountable Executives at the regularly scheduled weekly Accountability Board hearings (October 2005)

Activity Target 3: Refine the Accountability Board MS Access database to reflect revised LOB and organizational codes and FAA's reorganized structure (December 2005)

Activity Target 4: Design, develop and implement a new, independent database to accommodate the non-tracked (Other) cases (December 2005)

Core Business Activity: Develop/implement new methods for collecting/displaying data

Develop and implement new methods for collecting and displaying aggregate data on Accountability Board allegations.

Targets:

Activity Target 1: Design, develop and implement a new set of automated reports in MS Access for aggregating quarterly data on Accountability Board cases (December 2005)

Activity Target 2: Design, develop and implement a new set of automated reports in MS Access for aggregating annual data on Accountability Board cases (April 2006)

Activity Target 3: Design, develop and implement a new set of automated reports in MS Access for aggregating special request data (such as regionally-tailored or LOB-tailored or timeframe-tailored) on Accountability Board cases (July 2006)

Core Business Function: Provide Supervisor Skills Training (SST)

Provide Supervisor Skills Training (SST) to managers on human resources and leadership disciplines, to include the proper use of leave. Conduct SST modules locally in the Regions/Centers, HQ, and nationally using the FAA Aviation Training Network (ATN).

Core Business Activity: Provide Supervisor Skills Training (SST)

Provide Supervisor Skills Training (SST) to managers on human resource and leadership disciplines, to include the proper use of leave. Conduct SST modules locally in the Regions/Centers, HQ, and nationally using the FAA Aviation Training Network (ATN).

Targets:

Activity Target 1: Conduct at least four national SST sessions using the FAA ATN system (Dec 30, 2005; Mar 30, Jun 30, Sep 30, 2006)

Activity Target 2: Provide local SST classes in the Regions, Centers, and Headquarters throughout the year (Dec 30, 2005; Mar 30, Jun 30, Sep 30, 2006)

Core Business Measure:

Facilitate agency cost control

AHR will support FAA cost control efforts through 3 specific efforts: oversight and compliance of all bargaining with FAA unions, facilitating reduction in Official Time, facilitating reduction in Sick Leave usage.

To establish accomplishment under this core business measure, we will consider the results of oversight and compliance of all bargaining with FAA unions, and the degree to which Official Time and Sick Leave Usage have been reduced.

Core Business Function: Oversight and compliance of all bargaining with FAA unions

Increase oversight and compliance of all bargaining with FAA unions in accordance with the new FAA Order

3710.18, Internal Coordination Requirements for Negotiating Term and Mid-Term Agreements with FAA Unions and the Federal Service Labor-Management Statute.

Core Business Activity: Provide corporate Labor Relations oversight and compliance

Increase oversight and compliance of all bargaining with FAA unions through automation, assessment of procedures, and improved organizational structures.

Targets:

Activity Target 1: Complete assessment of and revise, if appropriate, Order 3710.18 (November 2005)

Activity Target 2: Issue revised Standard Operating Procedures for Order 3710.18 including MOU checklist (January 2006)

Core Business Function: Management of Time

Facilitate reduction in Official Time and sick leave usage through increased oversight and management.

Core Business Activity: Facilitate reduction in Official Time through increased oversight and management

Reduce reported official time use.

Targets:

Activity Target 1: Establish a standardized process to ensure a uniform reporting requirement for collecting official time and to ensure compliance (December 2005)

Activity Target 2: Provide clarifying guidance to managers on the difference between duty time and official time (December 2005)

Activity Target 3: Clarify requirements and application of law and union agreements (January 2006);
Activity Target 4: Continue the re-

education initiative with FAA managers on their roles and responsibilities in official time to facilitate consistent compliance with reporting procedures (March 2006);

Activity Target 5: Develop procedures to assist managers in analyzing, monitoring, and managing official time use (March 2006);

Activity Target 6: During national term negotiations, ensure that official time provisions provide an appropriate balance between the union's legitimate needs and the agency's operations (Ongoing).

Core Business Measure: Improve performance and customer satisfaction

Provide a full range of Human Resources policy, operational support and guidance.

To determine accomplishment against this core business measure, we will examine operational and transaction measures. We are beginning to develop Service Level Agreements, which will provide additional supporting measures.

Core Business Function: Human Resources Policy

Provide Human Resources policy.

Core Business Activity: Human Resources policy

Provide policy guidance on a full range of Human Resources functional areas (compensation, staffing, labor and employee relations, occupational workers' compensation programs, employee assistance programs, benefits, awards, and training) to

agency lines of business and staff offices.

Targets:

Activity Target 1: Develop, revise, and implement policies (Sept 2006)

Activity Target 2: Document policies via issuance of HRPM chapters, operating instructions, and reference materials (Sept 2006)

Activity Target 3: Provide advice and consultation to management officials, HR staffs, managers, and employees on application and interpretation of policies and programs (Sept 2006)

Activity Target 4: Provide policy interpretation, background, and testimony in all administrative forums (Sept 2006)

Core Business Activity: Market FAA Personnel Flexibilities

Implement a marketing strategy to increase awareness and utilization of the broad range of special hiring and pay authorities.

Targets:

Activity Target 1: Provide informational sessions to educate selecting officials on the availability of hiring flexibilities (2Q FY 06, 4Q FY06)

Activity Target 2: Develop and distribute written information to managers on available hiring flexibilities (2Q FY 06)

Core Business Function: Human Resources Operations

Provide day-to-day operational support and services to FAA managers. Includes compensation, staffing, labor and employee relations, benefits, awards, training and Human Resources automation.

Core Business Activity: Provide day-to-day operational support and services

Provide day-to-day operational support and services to FAA managers. Includes compensation, staffing, labor and employee relations, occupational workers' compensation program, employee assistance program, benefits, awards, training and Human Resources automation.

Targets:

Activity Target 1: Respond to FAA managers with timely and accurate Human Resources information (Sept 2006)

Activity Target 2: Review and improve current human resource processes for operational efficiencies (Sept 2006)

Activity Target 3: Partner with DOT and external offices to ensure maximum use of Human Resource flexibilities (Sept 2006)

Activity Target 4: Establish service level agreements with Lines of Business to cover major AHR functional areas and programs, and to ensure the field and HQ provide consistent service (Sept 2006)

Core Business Function: Implement HR operational services improvements

Implement HR operational services Improvements.

Core Business Activity: Shared Services Centers

Consolidate personnel processing to three centralized locations.

Targets:

Activity Target 1: Identify process issues from FPPS conversion (Feb 2006)

Activity Target 2: Resolve FPPS process changes (Sept 2006)

Activity Target 3: Establish evaluation processes and metrics; issue semi-annual reports (March and Sept 2006)

Activity Target 4: Conduct overall evaluation of the 3 Shared Service Centers and HRMDs to ensure no overlap, work being performed at proper grade levels, consistency of processing (Sept 2006)

Core Business Activity: HR Delegations of Authority

Implement a consistent approach to delegation of HR authorities

Targets:

Activity Target 1: Monitor and evaluate use of delegated HR authorities to ensure consistency (ongoing);

Activity Target 2: Based on evaluation results, revise or adjust delegations of HR authority, as appropriate (ongoing)

Core Business Function: Respond to HR issues associated with the competitive sourcing study of ATO's Automated Flight Service Stations

Provide technical support for HR issues associated with the competitive sourcing study of ATO's Automated Flight Service Stations

Core Business Activity: Ensure HR implications of AFSS competitive sourcing are addressed.

Respond to HR issues associated with the competitive sourcing study of ATO's Automated Flight Service Stations. Anticipate, plan for, and deliver HR support consistent with the timeline for the A-76 study.

Targets:

Activity Target 1: Collaborate with ACA and ATO-D officials in identifying and planning for major milestones associated with A-76 study through November 2005;

Activity Target 2: Work collaboratively with ACA and ATO-D to develop and periodically adjust timelines to ensure major milestones are understood and appropriate planning has occurred through October 2005;

Activity Target 3: Administer placement programs (Selection Priority and Age-31 exemption) through September 2006;

Activity Target 4: Plan for and deliver career transition assistance and conduct any required reduction-in-force (RIF), through October 2005;

Activity Target 5: Manage grievances, appeals, and other activities resulting from the RIF, through June 2006;

Activity Target 6: Provide advisory services to FAA senior management officials on HR activities related to the A-76 study through June 2006.

Core Business Function: Implement HR Workforce Planning to ensure AHR future staffing needs will be met

Ensure appropriate size, placement and skill of workforce to improve HR performance and customer satisfaction.

Core Business Activity: Evaluate HR Intern Program

Evaluate HR Intern Program.

Targets:

Activity Target 1: Establish FY06 funding levels and determine FY06 recruitment requirements (1Q FY06)

Activity Target 2: Evaluate program progress in FY05 and make revisions to guidance as necessary (1Q FY06)

Activity Target 3: Survey FY05 interns on program components (3Q FY06)

Activity Target 4: Survey managers for FY05 interns on program progress (2Q FY06)

Activity Target 5: Recruit for established number of HR intern (2Q FY06)

Activity Target 6: Incorporate survey results as part of evaluation of program and revise as necessary (4Q FY06)

Core Business Activity: Continue In-Service Training for HR staff

Continue In-Service Training for HR staff

Targets:

Activity Target 1: Survey HR Supervisors on training requirements (1Q FY06)

Activity Target 2: Determine training requirements, set priorities and begin development (2Q FY06)

Activity Target 3: Implement at least 4 in-service training classes (4Q FY06).

Activity Target 4: Link standardization of training with AHR training budget (2Q FY 06)

Activity Target 5: Evaluate and adjust competencies and related training as needed (4Q FY 06)

Activity Target 6: Provide training to HR staff on the Fair Labor Standards Act: determination of exempt vs nonexempt, differences in pay policies (4Q 06)

Core Business Function: Implement automated systems to support Human Resources Management

Implement the Federal Personnel and Payroll System (FPPS), the Electronic Learning Management System (eLMS), and other supporting subsystems within FAA in accordance with established timelines.

Core Business Activity: Implement CASTLE

Implement, oversee, and manage the CASTLE time and attendance labor distribution reporting for FAA.

Support the migration of the time collection and labor reporting automated processing from DOT legacy systems to CASTLE. Develop and monitor processes between FAA, CASTLE and the Payroll Liaison Staff to implement FAA policy.

Targets:

Activity Target 1: Implement Castle functionality within FAA (1Q FY 06)
ABA/ARC/AHR

Core Business Activity: Implement the electronic Learning Management System for FAA (eLMS)

Manage the migration of the learning and management automated processing from FAA legacy systems to eLMS. Pilot Competency Management

Functionality. Funding for contract support, reimbursable position and FAA specific system enhancements is included in the overall FPPS budget in addition to AHR's share of the FPPS Reimbursable Agreement.

Targets:

Activity Target 1: Evaluate eLMS Implementation (2Q FY 06)

Activity Target 2: Establish approach for eLMS long-term management (3Q FY 06)

Activity Target 3: Implement 2006 enhancements (4Q FY 06)

Activity Target 4: Determine FY 07 enhancements (3Q FY 06)

Activity Target 5: Pilot Competency Management functionality (2Q FY 06)

Activity Target 6: Develop and implement standard reports to meet global FAA requirements (4Q FY 06)

Core Business Activity: Develop enterprise-wide HR information systems to ensure AHR eliminates duplicate systems and applications

Develop enterprise-wide HR information systems to ensure AHR eliminates duplicate systems and applications. Effort should be completed in FY 06 and would not require FY 07 funding or activity.

Targets:

Activity Target 1: Review and evaluate all ARC maintained systems in regions against FPPS functionality to ensure that there is no duplication (on-going throughout FY 06)

Activity Target 2: Review and evaluate all HQ AHR systems to ensure that there is no duplication of FPPS functionality (On-going in FY 06)

Core Business Activity: Continue the review and modification of the HR web and the KSN sites

Continue the review and modification of the HR web and the KSN sites

Targets:

Activity Target 1: Conduct bi-annual review of process used for managerial certification of information submitted for inclusion on the sites (2Q and 4Q FY 06)

Activity Target 2: Recertify all web and KSN sites for accuracy and compliance (2Q FY 06)

Activity Target 3: Identify and train HR Regional and Center Web developers (3Q FY 06)

Core Business Activity: Implement, oversee, and manage FPPS

Manage the implementation within FAA of personnel and payroll automated processing by the Federal Personnel and Payroll System (FPPS). Implementation of FAA - wide FPPS Payroll and Personnel processing is expected in 1Q FY 06.

Manage the operation and maintenance within FAA of personnel and payroll automated processing by the FPPS.

Targets:

Activity Target 1: FAA Go-Live (1Q FY 06)

Activity Target 2: Monitor and update the FAA's implementation based on system change requests that are submitted for enhancements to the system that is initially deployed (V2.15 Q1 FY 06; V2.16 Q3 FY 06; V2.17 Q4 FY 06)

Core Business Activity: Electronic Official Personnel Folders [e-OPF]

The Enterprise Human Resources Integration (EHRI) is a collaborative e-Government initiative designed to transform the way Federal HR Specialists

and Managers access human resource information and the way all Federal employees access their personnel file information. The FAA will implement the EHRI electronic employee record solution in-conjunction with the Department of Transportation (DOT). The purpose of the electronic employee record (e-OPF) is to provide a consolidated image and data view that digitally documents the employment actions and history of individuals employed by the FAA. Implement an electronic employee record within the FAA.

Targets:

Activity Target 1: Work with the DOT and OPM to establish an Agency Agreement (Memorandum of Understanding (MOU), List of Services, and Task Order) to implement an electronic employee record for FAA. (1st Quarter, FY 06)

Activity Target 2: During planning phase, establish a phased in approach for e-OPF implementation. Phase 1 Conversion of the LA Western-Pacific current e-OPF system and Phase 2 Establish migration plans for the other two Shared Service Centers (SSC). (1st Quarter, FY 06)

Activity Target 3: Conversion/ migration of the LA Western-Pacific current e-OPF system. 1) Setup and attend phase one LA implementation kick-off meeting (1st Quarter, FY 06) 2) Develop plan to convert FAA existing OPF record to the new eOPF system. (1st Quarter, FY 06) 3) Gather information and complete assessment for LA Implementation (1st Quarter, FY 06) 4) Define and analyze the gap between as-is and targeted EHRI eOPF system environment. (1st Quarter, FY 06) 5) Execute plan. (1st Quarter, FY 06) 6) Install, configure and test new EHRI/e-OPF application system for phase 1. (TBD) 7) Transition to operational status for phase 1. (TBD)

Activity Target 4: Analyze and determine possible Labor Relations (LR) implications. (FY 06) 1) Meet with LR representative.(1st Quarter, FY 06) 2) Review and Analyze Bargaining Unit Agreements to determine LR implications. (1st Quarter, FY 06) 3) Determine what type of notification is

required. (1st Quarter, FY 06) 4) Notify/bargain. (2nd Quarter, FY 06)

Activity Target 5: Plan and execute backfile conversion. 1) Document backfile conversion plan requirements. (1st Quarter, FY 06) 2) Scan, index and data loading of paper OPFs Phase 1. (FY 06) 3) Scan, index and data loading of paper OPFs Phase 2. (TDB)

Activity Target 6: Post-Deployment Process (FY 06) Phase I 1) Produce/refine training and communication requirements. (TDB)

Activity Target 7: Conversion/migration of the other two Shared Service Centers (SSC).(FY 06)1) Attend implementation kick-off meeting and assessment review (FY06) 2) Develop plan to migrate the other two SSC s. (FY 06) 3) Gather information and complete assessment for Implementation (FY 06) 4) Execute plan. (FY 06) 5) Install, configure and test new EHRI/e-OPF application system for phase 2. (TBD) 6) Transition to operational status for phase 2. (TBD)

Core Business Function: Implement an automated EAS Process

Develop and implement an automated, web-enabled Employee Attitude Survey process.

Core Business Activity: Internet-based EAS surveys

Assess FAA employee perceptions, attitudes, and job satisfaction using an internet-based survey administration process to the maximum extent possible for the EAS 2006 census survey and the EAS 2007 interim survey. Based on survey results, assess agency progress against the EAS performance target in the Flight Plan, examine the impact of EAS Action Plans, and comply with Section 1128 of Public Law 108-136 requirement for an annual survey of employees. This initiative requires ATO build an infrastructure that allows operational air

traffic controllers to participate in web-based organizational surveys.

This corporate initiative requires collaborative support from AVS/CAMI and ATO to develop, administer, analyze and report on the Employee Attitude Survey, as well as build the necessary infrastructure to allow ATO employees to participate in agency web-based surveys. ATO support involves Activity Target 3: Provide a Lotus Notes extract of all FAA employees according to requirements identified by CAMI (2Q FY 06). ATO support involves developing an initiative in their Business Plan that provides an infrastructure that enables ATO employees to participate in web-based organizational surveys.

Targets:

Activity Target 1: Based on lessons learned from the FY 2005 employee attitude survey, develop EAS 2006 census survey content, administration methods, and workforce communication strategy.

Activity Target 2: Complete coordination of EAS 2006 census survey with agency stakeholders (e.g., unions) (2Q FY 06)

Activity Target 3: Complete a CPMIS and Lotus Notes extract of all FAA employees onboard as of March 31, 2006 to determine sampling plan (2Q FY 06)

Activity Target 4: Administer the EAS 2006 census survey to all agency employees electronically using the internet-survey based process, to the extent possible (3Q FY 06)

Activity Target 5: Analyze FAA EAS 2006 results to assess progress toward achieving the EAS OE Flight Plan performance target (4Q FY 06)

Core Business Measure:

Increase alignment of employee performance, organizational goals,

and desired results

FAA will have a results-oriented, high performing workforce using a performance-based system that effectively differentiates levels of performance and links performance to organizational goals and desired results.

To determine accomplishment against this core business measure, we will examine progress in implementing PMS and performance-based compensation.

Core Business Function:

Implement the Performance Management System for all FAA Employees

Expand coverage of PMS to FAA employees not already covered by the new program. Resolve union issues to minimize barriers to implementation. Provide day-to-day management of performance management programs and policies.

Core Business Activity: Implement the Performance Management System for all FAA Employees

Expand coverage of PMS to FAA employees not already covered by the new program. Resolve union issues to minimize barriers to implementation. Provide day-to-day management of performance management programs and policies.

Targets:

Activity Target 1: Identify barriers and initiate resolution of issues regarding implementation of PMS for bargaining unit employees not under the system (Dec 2005) (AHL responsibility)

Activity Target 2: Develop generic performance standards for employee groups where issues have been resolved (on-going through Sept 2006)

Activity Target 3: Begin use of PMS for employee groups where issues have been resolved (on-going through Sept 2006);

Activity Target 4: Provide advice and consultation to HR staffs, managers, and employees on application and interpretation of performance management policies and programs (on-going through September 2006)

Core Business Function: Implement performance-based compensation for remaining FAA employees

Continue to expand coverage of the Core Compensation Plan to employees still under the FG pay plan. Also extend pay-for-performance provisions to unionized employees in those situations where they have not yet implemented.

Core Business Activity: Implement performance-based compensation for all FAA employees

Expand coverage of the Core Compensation Plan to employees still under FG pay plan. Also extend pay-for-performance provisions of Core to unionized employees in those situations where they are not yet implemented.

Targets:

Activity Target 1: Implement Superior Contribution Increase for bargaining units that do not have a process (March 2006) (AHL);

Activity Target 2: Conclude negotiations with all remaining unions over implementation of Core Compensation Plan (on-going through September 2006) (AHL);

Activity Target 3: Effect conversion of employees in unions where negotiations are concluded to the Core Compensation Plan

(on-going through September 2006)

Core Business Function: Link Employee Performance Plans

Directly link all employee performance plans to their organization performance plan, and link both to the FAA's strategic goals (including alignment, accountability, responsibility, and results).

Core Business Activity: Link Employee Performance Plans

Assess compliance to FY 2006 goal of 90%, and address areas of non-compliance. Conduct structured assessment process to compile data from each line of business/staff office on the percentage of performance plans in place, and percentage of plans aligned with agency and organizational strategic goals.

Targets:

Activity Target 1: Assess degree to which employee, manager, and executive performance plans are in place (March 2006)

Activity Target 2: Assess the content of performance plans to determine the degree to which there is linkage to strategic goals and organizational performance plans (April 2006)

Activity Target 3: Implement procedures to address areas of non-compliance (April – Sept 2006)